

Commonwealth of Massachusetts  
Executive Office of Public Safety and Security  
Office of Grants and Research

Availability of Grant Funds (AGF)  
2016 Competitive Senator Charles E. Shannon, Jr. Community Safety Initiative (CSI)  
Local Action Research Partnerships: Building Capacity in Funded Grant Communities

PROGRAM OVERVIEW

The Executive Office of Public Safety and Security's (EOPSS) Office of Grants & Research (OGR) is responsible for administering the Senator Charles E. Shannon Jr., Community Safety Initiative (Shannon CSI) Grant Program. The Shannon CSI Grant Program is authorized by Chapter 46 of the Massachusetts Acts of 2015, An Act Making Appropriations for the Fiscal Year 2016.

The Shannon CSI Grant Program incorporates the key elements of the Office of Juvenile Justice and Delinquency Prevention (OJJDP) Comprehensive Gang Model.<sup>1</sup> Grant funding, oversight, and technical assistance supports regional and multi-disciplinary approaches to *combat gang violence* through coordinated prevention and intervention, law enforcement, prosecution, and reintegration programs. Local Action Research Partners (LARPs) assist funded sites by providing strategic, analytic, technical, and research support.

*Contents of this AGF*

Section 1 - Important Highlights.....	1
Section 2 - Grant Compliance Details.....	2
Section 3 - Application Process .....	5
Section 4 - Notification of Awards.....	14
Section 5 - Proposal Checklist .....	14

SECTION 1 - IMPORTANT HIGHLIGHTS

*1.1 Key Dates*

AGF Posted:	September 23, 2015
Bidder's Conference Webinar: <sup>2</sup>	October 7, 2015 from 1:30 pm to 3:30pm
Letter of Intent <sup>3</sup> due:	October 9, 2015
Proposals due:	October 23, 2015, No later than 4:00 pm
Award announcements anticipated:	On or about November 23, 2015
Anticipated Grant Period:	On or about January 1, 2016 through December 31, 2016

<sup>1</sup> For more information on the OJJDP Comprehensive Gang Model, see: [www.nationalgangcenter.gov/Comprehensive-Gang-Model](http://www.nationalgangcenter.gov/Comprehensive-Gang-Model)

<sup>2</sup> Parties wishing to participate in the Bidder's Conference Webinar can register at <https://attendee.gotowebinar.com/register/4928502966784703234>. Register for the webinar by October 5, 2015.

<sup>3</sup> A Letter of Intent template will be available online at [www.mass.gov/safety/shannon](http://www.mass.gov/safety/shannon). All applicants **must** submit a Letter of Intent.

### ***1.2 Funding Overview***

EOPSS expects to award up to \$600,000 in 2016 Shannon CSI LARP Grant Funds.

EOPSS encourages applications that represent a collaborative effort within a municipality or region. One Shannon LARP application should be submitted in response to the corresponding number of Shannon CSI site applications submitted. If multiple municipalities apply together as a regional collaborative group within the same Shannon CSI application, only one Shannon LARP application should be submitted. Only one LARP application should be submitted for municipalities applying to the Shannon CSI AGF individually.

### ***1.3 Eligibility***

Public and quasi-public entities or not for profit research entities established to fulfill a primary public purpose are eligible to apply for funding.

### ***1.4 Total funding available***

- EOPSS will make multiple awards (maximum \$60,000).
- Applicants should provide budgets for twelve (12) months of funding. The anticipated funding cycle for projects will begin on **January 1, 2016 and end December 31, 2016**.
- Due to funding limitations, EOPSS may award full funding, partial funding, or no funding.
- Details about the fund disbursement process will be provided at the time awards are made.

## **SECTION 2 - GRANT COMPLIANCE DETAILS**

### ***2.1 Fund Disbursement***

Details about the fund disbursement process will be provided at the time awards are made.

### ***2.2 Project Duration***

Applicants should apply for one year of funding. The anticipated funding cycle for projects will begin on or about **January 1, 2016 and end December 31, 2016**.

### ***2.3 Sub-recipient Requirements***

Sub-recipients must abide by the grant requirements below as well as all of the Office of Grants and Research (OGR) Sub-recipient Grant Conditions to be provided at the time of contracting.

### 2.3.1 Grants Management

- OGR sub-recipient grant conditions must be signed and dated.
- EOPSS will require the individual acting as the LARP to act as the single point of contact for the management of the grant.
- Submission of satisfactory and timely quarterly programmatic and quarterly financial reports.
- Identification of the project director and their contact information.
- Cooperation during OGR monitoring endeavors, including site visits, desk reviews, attendance of technical assistance meetings.
- All costs paid with grant funds must be direct and specific to the implementation of the Shannon CSI LARP-funded project (see [Table 1](#) and [Table 2](#) for detailed allowable and unallowable cost descriptions).
- Supplanting of funds is strictly prohibited. Funds for projects and services provided through this grant are intended to supplement, not supplant, other state or local funding sources.

### 2.3.2 Procurement

- Grant recipients choosing to further sub-grant to an implementing agency or an independent contractor, all or any part of the amount of the Shannon CSI LARP grant award, shall include the provisions of the OGR standard grant conditions and enter into a written contract or Memorandum of Understanding (MOU) with the implementing agency or independent contractor. A copy of the contract or MOU must be submitted to OGR for the grant folder before an award is made.
- Procurement of services, equipment, and supplies must follow M.G.L. Ch. 30B for local units of government and non-profit entities and Operational Services Division (OSD) Purchasing Guide for state agencies. Local units of government must ensure that subcontracts with private organizations have provisions ensuring any goods and services provided by the subcontractor are consistent with M.G.L. Ch. 30B procedures.

### 2.3.2 Procurement (continued)

- It is the responsibility of the sub-recipient to report alleged waste, fraud or abuse including any alleged violations, serious irregularities, sensitive issues or overt or covert acts involving the use of public funds in a manner not consistent with related laws and regulations or appropriate guidelines for purposes of the grant. Reports should be made to the Offices of the Massachusetts Inspector General or State Auditor.

Office of the Inspector General  
John W. McCormack State Office Building  
One Ashburton Place, Room 1311  
Boston, MA 02108  
617-727-9140  
MA-IGO-General-Mail@massmail.state.ma.us

Office of the State Auditor  
Massachusetts State House, Room 230  
Boston, MA 02133  
617-727-2075  
[www.mass.gov/auditor/report-fraud-and-waste.html](http://www.mass.gov/auditor/report-fraud-and-waste.html)

### 2.3.3 Other Requirements

- LARPs will assist the Shannon CSI site program director, steering committee, and funded program partners by providing strategic thinking, critical analysis, and continuous feedback to improve or maintain program operations and ensure that goals of the funded Shannon CSI programs are within scope, on schedule and within budget.
- LARPs must work with the site program director to ensure timely and accurate quarterly programmatic reporting within the Apricot database for the site and each individual funded program partner.
- LARPs will inform the site program director, funded program partners, and other program stakeholders as to emerging and relevant evidence-based and best practices research, specific to comprehensive, multi-disciplinary approaches, like OJJDP's Comprehensive Gang Model. This information should be used to guide Shannon CSI program strategies.
- LARPs will continue to assist the Shannon CSI site program directors in researching, developing, and validating individual risk assessment tools to be used for identifying at-risk and high-risk youth participating in the Shannon CSI funded programs.
- LARPs will assist the Shannon CSI site program directors in researching, developing, and implementing community risk assessment tools to be used for identifying strategies, or gaps in services, needed to address the specific *gang violence problem*.

### 2.3.3 Other Requirements (continued)

- LARPs will present recommendations and proposed suggestions for their Shannon CSI colleagues (via steering committee meetings, funded partner meetings, technical assistance meetings, email blasts, etc.) based on:
  - Outcomes and performance of the funded Shannon CSI programs
  - Knowledge gained from research and evaluation literature
  - Results of individual and community risk assessments
- Minimal recommendations should:
  - Suggest improvements to services
  - Improve communication and collaboration within the community
  - Identify gaps in community programming
  - Determine emerging trends in the community
  - Advance means of data collection
- All recommendations should also be communicated quarterly to EOPSS via the quarterly reports.
- LARPs will provide and/or facilitate technical assistance for the site program director and funded program partners on relevant topics such as, but not limited to, use and implementation of individual and community risk assessment tools, Apricot reporting, etc., on an as needed basis.
- LARPs will attend all scheduled technical meetings or other trainings deemed mandatory by OGR.
- LARPs must submit complete and accurate quarterly programmatic and financial reports to OGR by the submission due date.
- LARPs must submit an annual report documenting the grant activity for the duration of the award period (01/01/2016 – 12/31/2016) to EOPSS by the submission due date.

## SECTION 3 - APPLICATION PROCESS

### 3.1 Proposal Pre-Submission Requirements

#### 3.1.1 Letter of Intent and Application Questions.

Applicants who intend to apply to the FY2016 Shannon CSI LARP AGF **must** mail or fax a non-binding letter of intent by **October 9, 2015**. The letter should be addressed to EOPSS and include the applicant's name and specify fiscal agent. Faxed letters can be sent to 617-725-0260 and mailed letters to:

The Executive Office of Public Safety and Security  
c/o Heather West  
Office of Grants and Research  
Ten Park Plaza, Suite 3720  
Boston, MA 02116

### 3.1.2 Bidder's Webinar

A bidder's webinar will be offered to provide an overview of the AGF and an opportunity for interested parties to inquire about the AGF and the related application process. The webinar will take place on **October 7, 2015 from 1:30 pm to 3:30 pm**. Attendance is not mandatory, but it is strongly recommended.

To register for the bidder's webinar visit

<https://attendee.gotowebinar.com/register/4928502966784703234>

no later than **October 5, 2015**. Further information regarding the bidder's webinar and AGF can be found at [www.mass.gov/safety/shannon](http://www.mass.gov/safety/shannon).

EOPSS will accept written questions regarding this AGF until

**October 9, 2015**. Submit questions via email to [eopsshannon@state.ma.us](mailto:eopsshannon@state.ma.us). Responses to all questions will be posted no later than **October 14, 2015** [www.mass.gov/safety/shannon](http://www.mass.gov/safety/shannon). *Questions posed after October 9, 2015 will not be accepted.*

## 3.2 Application Instructions

Acceptable applications will use:

- Templates for Attachments A-F ([www.mass.gov/safety/shannon](http://www.mass.gov/safety/shannon));
- Binders to affix application (please do not staple proposal or attachments);
- Typed, single-spaced, using PDF template provided (for any attachments where a PDF template is not provided, format should be typed, single-spaced, 12-point font with one inch margins).

## 3.3 Required Sections

### 3.3.1 Cover Page (Attachment A):

- Complete with the **Program Manager** name and contact information being that of the individual acting as the LARP even if that individual is operating as a contractor.
- Submit an unsigned fillable PDF of the cover page via email to [eopsshannon@state.ma.us](mailto:eopsshannon@state.ma.us).
- Submit hard copy with original signature, dated in **BLUE INK**.

*The application will be invalid unless an authorized official from the applicant agency has signed and dated the cover page.*

### 3.3.2 Program Narrative (Attachment B)

- **Applicant Qualifications and Experience**  
Demonstrate LARP applicant's knowledge and experience working on a project with a comprehensive, multi-disciplinary approach based off OJJDP's Comprehensive Gang Model. Include:
  - Knowledge and experience relating to evidence-based practices and best practices research relevant to this model. <sup>4</sup>

---

<sup>4</sup> For more information regarding the Office of Juvenile Justice and Delinquency Prevention Best Practices (Second Edition) at [www.ncjrs.gov/pdffiles1/ojjdp/231200.pdf](http://www.ncjrs.gov/pdffiles1/ojjdp/231200.pdf)

### 3.3.2 Program Narrative

- *Applicant Qualifications and Experience (continued)*

- Based on the proposed Shannon CSI site strategy, detail the LARP applicant's capacity to provide support, assist, guide, and potentially re-access the feasibility and appropriateness of the selected strategy with the site program director.
- Provide resumes of all individuals who will be filling any key role or having key responsibilities on this project.

- ***Statement of Partnership***

*Statement of Partnerships* originate from the designated Shannon CSI site(s) and are signed by the site director and/or authorized signatory. *Statement of Partnerships* must include:

- A description of the relationship, and any past work experience, between the LARP applicant and the partner Shannon CSI site
- A justification for this current relationship
- An explanation regarding the current relationship with the steering committee.

*If applicant received funding previously:*

Indicate any challenges experienced and means for addressing these challenges.

*If a new applicant:*

Define the methods for establishing an effective working relationship (including steps that have already been taken, for example, preliminary discussions regarding this application).

- ***Memorandum of Understanding***

LARP applicants must submit a Memorandum of Understanding (MOU), signed by authorized signatories of both parties, that outlines the respective roles and responsibilities of the LARP applicant and their Shannon CSI partner site.

- ***Program Strategy***

1. **Action Research**

- Explain the methods the LARP applicant will use to provide strategic, analytic, technical and research support when assisting the Shannon CSI site director, steering committee, and funded partners in improving or maintaining the Shannon CSI strategy and outcomes.
  - How will the LARP applicant assess the effectiveness of the implemented Shannon CSI strategy?
  - What data will be used?
  - How will the data be collected and analyzed?
  - How will this information be communicated?

### 3.3.2 Program Narrative

- **Program Strategy**

- 2. Action Research (continued)**

- How will the LARP applicant inform the Shannon CSI site director, funded partners, and other stakeholders as to emerging and relevant evidence-based and best practices research, specific to comprehensive, multi-disciplinary approaches like OJJDP's Comprehensive Gang Model?
  - What methodology/steps will be used for collecting, organizing, and archiving this information for ease of accessibility of all stakeholders?
- How frequently will the LARP applicant present recommendations and proposed suggestions (as outlined in *Other Requirements*) to the Shannon CSI site director, steering committee, and funded partners?

#### **2. Shannon CSI LARP and Site Collaboration Efforts**

Shannon CSI site applicants are asked to provide a *gang definition* and *gang violence problem statement*. Based on the definition and statement:

*If applicant received funding previously:*

Describe the LARP applicant's involvement in the development or clarification of the Shannon CSI site's:

- *Gang Definition*
- *Gang Problem Statement*

*If a new applicant:*

Describe the steps, methods, and strategies that would be taken to assist the Shannon CSI site develop or define:

- *Gang Definition*
- *Gang Problem Statement*

#### **3. Risk Assessments**

Shannon CSI site applicants are asked to describe the methods used to identify strategies, or gaps in services, needed to address the specific gang violence problem in the community, as well as the strategies and funded programs selected as a result of these methodologies. Based on the methods and strategies provided indicate the progress made on the following items:

- ***Community Risk Assessments***

*If a community risk assessment has been implemented:*

- When was the community risk assessment completed?
- Is a follow-up community risk assessment planned to reassess whether new strategies are necessary or if new gaps in service have arisen?
  - If so, please provide details.
  - If not, explain why.



### 3.3.2 Program Narrative

- *Program Strategy*  
**3. Risk Assessments (continued)**

*If a community risk assessment has not been implemented:*

- Explain how the LARP applicant is strategizing, researching, or commencing with the development of a community risk assessment.

- ***Individual Risk Assessments***

*If applicant received funding previously:*

- Summarize the status of the development of the individual risk assessments tools.
- How are the terms *at-risk* and *high-risk* defined?
  - Have programmatic staff been trained on proper usage and implementation based on these definitions?
- What is the expected date of implementation?
- How will the data gathered from the risk assessment be evaluated?
  - When will the results of the evaluation be made available to site program director, steering committee, EOPSS, and the Statewide Research Partner?

*If a new applicant:*

- Does the Shannon CSI site applicant utilize an individual risk assessment tool?
  - If so, explain which research methodologies will be used to validate the current tool.
  - If not, explain how the LARP applicant is strategizing, researching, or commencing with the development of an individual risk assessment tool.

#### **4. Apricot and other reporting technical assistance**

Explain how the LARP applicant will assist the Shannon CSI site and funded partners to ensure timely and accurate quarterly programmatic reporting within the Apricot database. Explanations should include:

- How the LARP applicant will assist with data entry and processing, review and validation of the data, and liaise with the Statewide Research Partner.
- How will the LARP applicant provide technical assistance related to the Apricot database (i.e., periodic check-ins, scheduled meetings, etc.)

### 3.3.3 Budget Excel Workbook (*Attachment C*)

This section outlines the budget necessary to implement the applicant's proposed strategy. Applicants must:

- **Submit a *twelve month* budget.**
- Utilize *Attachment C* to document the proposed costs for each allowable cost category (see *Table 1* and *Table 2*). Estimated costs must be identified.

If a LARP applicant would like **to contract out 100% of the LARP funds, two Budget Excel Workbooks must be submitted** that indicate the cost allocations for the LARP applicant and the cost allocations for the sub-grantee.

### 3.3.4 Budget Narrative (*Attachment D*).

Submit a Budget Narrative to provide additional details for budget expenditures. The budget narrative should further indicate how each budget line item links to the applicant's proposed strategy (see *Table 1* and *Table 2*). Activities and programs referenced in the proposed strategy should be outlined in the Budget Narrative in order to be considered for funding.

If a LARP applicant would like **to contract out 100% of the LARP funds, two Budget Narratives must be submitted** that indicate the cost allocations for the LARP applicant and the cost allocations for the sub-grantee.

**Table 1. Allowable cost categories.**

Allowable Budget Cost Categories	Explanation of Allowable Costs
Personnel	<ul style="list-style-type: none"> <li>• Full or part-time regular salaried employees working on the grant.</li> </ul>
Fringe	<ul style="list-style-type: none"> <li>• <b>For Massachusetts state sponsored universities:</b> fringe related costs are allowable but must be listed under the “Other” category as <i>other personnel costs</i>.</li> <li>• <b>For non-Massachusetts state sponsored universities:</b> fringe related costs are allowable and can be listed under the “Fringe” cost category.</li> <li>• Employer Fringe benefits requested to be paid by this grant can be based on either: 1) actual known municipality paid costs for each benefit category, or 2) an established formula applied to the base salary numbers shown above broken out by the benefit category. Fringe benefits are for the personnel listed in budget category A and only for the percentage of time devoted to the project. Employer paid payroll taxes may also be included as a separate cost.</li> </ul>
Contract/Consultants	<ul style="list-style-type: none"> <li>• Consultant or contractor fees.</li> <li>• The maximum rate for consultants is \$650 for an eight hour day or \$81.25 per hour (excluding travel and subsistence costs). Any request for compensation over \$650 per day requires prior written approval by EOPSS.</li> <li>• Contracts – a competitive process based on the municipality’s procurement policy should be followed when procuring contracted services</li> <li>• <i>Contract salary, fringe benefit, travel, and other costs should follow instructions within direct salary, fringe benefit, travel and other costs.</i></li> </ul>
Local Travel	<ul style="list-style-type: none"> <li>• Travel directly related to the purpose of the grant.</li> <li>• In-state travel costs associated with the grant shall include mileage rates not in excess of \$0.45 per mile, as well as the actual costs of tolls and parking.</li> </ul>
Equipment (communication, IT, etc.	<ul style="list-style-type: none"> <li>• Tangible, non-expendable personal property having a useful life of more than one year; cost based on classification of equipment.</li> </ul>
Supplies	<ul style="list-style-type: none"> <li>• General supplies required for project or office (pens, pencils, postage, training materials, copying paper, and other expendable items such as books, ink, etc.)</li> </ul>
Other	<ul style="list-style-type: none"> <li>• Items (e.g., rent costs, telephone costs, reproduction costs, training material costs, grant administration costs).</li> <li>• Direct and/or support service costs relevant to the proposed project that cannot be listed within the personnel, fringe, consultants/contracts, travel and/or supplies cost category can be included in the “Other” cost category. Direct and/or support service costs may not exceed a rate of 27.5%. Please be sure to itemize each cost type and detail as to how the amount budgeted was calculated.</li> <li>• <b>For Massachusetts state sponsored universities:</b> any fringe related costs may be listed in the “Other Category” as <i>other personnel costs</i>.</li> </ul>

**Table 2. Unallowable cost categories.**

<b>Unallowable Budget Cost Categories</b>	<b>Explanation of Unallowable Costs</b>
Contracts	<ul style="list-style-type: none"><li>• No consultant or trainer may be paid more than \$650 for an eight-hour work day or \$81.25/hour without the prior written approval from OGR. Requests for a waiver of this requirement with documented justification must be made in writing at the time of application.</li><li>• Non-profit agencies may not sub-contract to state agencies. However, state agencies may sub-contract to non-profit agencies or local units of government.</li></ul>
Travel	<ul style="list-style-type: none"><li>• Mileage for in-state travel exceeding the state approved mileage of \$0.45 per mile.</li><li>• No grant funds may be spent for out-of-state conference fees, out-of-state travel, or out-of-state lodging without prior written approval from OGR.</li></ul>
Other	<ul style="list-style-type: none"><li>• Not more than 4% of the total grant amount requested may be for administration of the program.</li><li>• Direct and/or support service costs relevant to the proposed project that cannot be listed within the personnel, fringe, consultants/contracts, travel, and/or supplies cost, but are included in the "Other" cost category, may not exceed a rate of 27.5%.</li><li>• No grant funds may be spent for construction, office furniture, or other like purchases.</li><li>• No grant funds may be spent for food or beverages for any meeting, conference, training or other event.</li></ul>

**3.3.5 Contractor Authorized Signatory Listing (*Attachment E*).**

Complete this form as instructed.

**3.3.6 Memorandum of Understanding (MOU) with Subcontractors (*Attachment F*).**

Submit a one (1) page MOU only if the LARP plans to further subcontract any of the award funds to a contractor or consultant. This MOU must be signed and dated by representatives from the LARP and the contractor/consultant.

A template for this application is not included in the application package. Applicants are required to develop their own MOU.

**3.4 Additional Material (*Optional -Attachment G*).**

Applicants may attach any additional material that may be helpful to reviewers, including but not limited to cooperative agreements or letters of support to demonstrate collaboration, and press clippings or survey results that illustrate the community crime problems, etc.

Applicants should be aware that evaluation will be based primarily on the information provided in the application, with additional material used only to clarify or augment points made in the application. Please note that additional material will not be returned.

### 3.5 Submission Process and Deadline

Completed applications must be mailed or hand-delivered<sup>5</sup> to:

The Executive Office of Public Safety and Security  
c/o Heather West  
Office of Grants and Research  
Ten Park Plaza, Suite 3720  
Boston, MA 02116

**ONE ORIGINAL and FOUR COPIES** of the proposal **must be received by 4:00pm on October 23, 2015**. *Attachment A* must be submitted electronically as a fillable PDF to [eoppshannon@state.ma.us](mailto:eoppshannon@state.ma.us) and as a hard copy (signed in **BLUE INK** by the authorizing official). *Faxed proposals will **not** be accepted.*

### 3.6 Proposal Review Process

Applications will be subjected to a competitive review process and may be reviewed in tandem with the respective Shannon CSI application. Each application will be evaluated based on the following:

- **Grant compliance history.**  
EOPSS will consider the applicant's previous history with grant compliance and participation/support in the Shannon CSI gang violence reduction strategy.
- **Relevancy of applicant qualifications and experience.**  
The applicant's demonstrated knowledge of, and past professional experience working with, evidence-based and best practices relevant to the Comprehensive Gang Model will help to determine the applicant's capacity to provide support to Shannon CSI site.
- **Quality of action research.**  
The applicant's demonstrated ability to present qualitative and quantitative data will be used to determine the applicant's ability to inform the Shannon CSI stakeholders of the emerging trends and program effectiveness.
- **Justification of the partnership and collaboration.**  
Partnerships between the LARP applicant and the Shannon CSI site, as well as the proposed strategies for developing and implementing the community risk assessment and individual risk assessments, will be used to determine if the proposed partnerships will result in productive and effective efforts that help reduce the *gang violence problem*. Additionally, the LARP applicant's ability to adequately allocate resources for Apricot assistance will be taken into consideration
- **Consistency between the proposed budget and strategy.**  
The proposed Budget Excel Workbook and Budget Narrative will be evaluated to ensure that the approved cost categories are comprised of items which ensure proper implementation and maximum effectiveness of the proposed strategy.

---

<sup>5</sup> If you choose to hand deliver the proposal, please note that a valid form of identification is required to enter the Ten Park Plaza Office Building on the 2<sup>nd</sup> floor.

## SECTION 4 - NOTIFICATION OF AWARDS

All funding decisions are at the discretion of the Secretary of Public Safety and Security. It is anticipated that grant awards will be announced on or about **November 23, 2015**.

## SECTION 5 - PROPOSAL CHECKLIST

- ☐ **Cover Page** (*Attachment A*) -A completed Grant Application Cover Page submitted electronically as a fillable PDF to eoppshannon@state.ma.us and as a hard copy in the application package.
- ☐ **Program Narrative** (*Attachment B*)
  - ☐ Applicant Qualifications and Experience
    - ☐ Copies of proposed Shannon LARP funded personnel resume(s) or job descriptions as attachments
  - ☐ Statement of Partnership
  - ☐ Memorandum of Understanding
  - ☐ Program Strategy
- ☐ **Budget Excel Workbook** (*Attachment C*)
- ☐ **Budget Narrative** (*Attachment D*)
- ☐ **Contract Authorized Signatory Listing** (*Attachment E*)
- ☐ **Memorandum of Understanding (MOU) with Subcontractors** (*Attachment F*)
- ☐ **Additional Material** (*Optional-Attachment G*)
- ☐ Binder to affix application. No staples please.
- ☐ **One original and four copies** of the proposal.
  - ☐ Typed, single-spaced, using PDF template provided (for all attachments without a PDF template, format should be typed, single-spaced, 12-point font with one inch margins).
  - ☐ Applications should be forwarded to:  
The Executive Office of Public Safety and Security  
c/o Heather West  
Office of Grants and Research  
Ten Park Plaza, Suite 3720  
Boston, MA 02116